JLSC Team Advisor

New Leaders for the Depot Maintenance and Materiel Management Directorates

CAPT James McClurg took the helm of the MM Directorate in August. He spent the last three years with the US Pacific Fleet in Pearl Harbor as Director for Fleet Supply. Prior to that tour, he served as the Supply Officer aboard the USS NIAGARA FALLS. He has 23 years of service with the US Navy and his other sea duty assignments have been on the USS INCHON, the USS RICHARD S. EDWARDS, and the USS SIMON LAKE.

CAPT McClurg's hometown is Virginia Beach VA. He is a Naval Academy graduate with a Bachelor of Science degree in Analytical Management. Coming to Wright-Patterson AFB is coming home for his wife Sue, a native of Centerville OH.   CAPT and Mrs. McClurg have two children, son Michael (12 years) and daughter Kerry (10 years). He enjoys playing golf in his leisure time and his hobby is making and repairing golf clubs.

Regarding his tour with JLSC, CAPT McClurg remarks that he has, "lots to learn," but is "looking forward to the challenges here. This is a dynamic program that promises to be a real help to the DoD in the long run."

Another welcome addition to the JLSC is the new DM Director, Frank Tuck. Mr. Tuck arrived in August from the Federal Aviation Association, where he served as the Deputy Director of Communications, Navigations, and Surveillance Systems in Washington DC. Prior to that he was the Director of Technical and Industrial Support for the Sacramento Air Logistics Center, McClellan AFB CA. He began his civil service career at Wright-Patterson AFB and has 22 years as a program manager to his credit.

A native of Anniston AL, Mr. Tuck graduated from Tuskegee University, Tuskegee AL, with a Bachelor of Science in Mechanical Engineering and from the University of Rochester, Rochester NY, with a Master's in Business Administration. He and wife Dorothy have a daughter, Erinn, who is a senior at Spellman College in Atlanta GA.

Mr. Tuck enjoys running as a hobby. He has participated in long-distance running events such as the Marine Corps Marathon and the California International Marathon. For Mr. Tuck it isn't so much the competition such events inspire, but the focus it gives to his hobby.

Mr. Tuck states, "I see my role as imparting some of the acquisition skills I have gathered over the last 25 years into the planning and execution of the Depot Maintenance System program." He will accomplish this by coaching, teaching, and supporting the project managers as they manage their programs. "We, the JLSC, can't be successful unless they (project managers) are."

Command Deck

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

— Niccolo Machiavelli, <u>The Prince</u>, 1513

We have seen dramatic changes in the last decade. Since the allies won the Cold War, nations are exploiting the "peace dividend" by downsizing military forces. Compared to these changes, the turbulence we've seen in JLSC is smooth sailing. Just look at what is happening:
— Proud British regiments, with histories that predate the American Revolution, are no more.
— One nation actually shut down its navy and is selling its fleet.
— DoD's modernization budget is lower than any time in recent memory.
— Talk of a 600-ship Navy, or a 40-wing tactical Air Force, is done.
— And major CONUS logistics facilities are being closed.

We in JLSC are riding the heavy seas of those changes, and doing one terrific job despite strong winds and changing currents. I'm proud to be part of JLSC and the powerful products we're providing our customers!

Now, I'm asking you to step up to still another challenge — to keep developing and fielding our products while we reengineer the JLSC for a new role.

What forces still more change? Our customers urgently need to upgrade hundreds of legacy systems that have been underfunded for years. The Year 2000 challenge means fixing thousands of computer programs, and our Components must fund this work "out of hide." Perhaps the greatest impact comes from new Service initiatives to support changing missions: the Army emphasizes Velocity Management; Navy's Regional Maintenance concept challenges old concepts about "wholesale" and "retail;" Air Force's Lean Logistics redefines how their depots work; Marines focus on expeditionary Logistics; Commanders in Chief see Total Asset Visibility as key to operational success. All these changes cost money.

We sensed early on that "one size fits all" wouldn't work and we moved fast with new options. The response was great — when offered choices from our product line, customers lined up fast with lists of deployment sites — our order books were full!

But since then, urgent needs require that most funds earmarked for JLSC be placed in the hands of our customers. Think a minute — it's not a radical idea after all. When customers enter a store in a small town and the little bell rings over the door, they normally carry two things, a shopping list they wrote *themselves*, and *their own cash* in hand. Until recently, JLSC's shopping list was issued to our customers and when they entered our "store" we already had their money! Not a pretty picture.

The Components won't buy that approach any more, and neither do I. I've urged DUSD(L) to allocate most "JLSC" funds to our custom-

Continued on next page

ers, to empower them in the marketplace. Given their many pressing needs, it's likely they will divert some funds to other projects.

These decisions are being made right now. I don't envy the members of the Logistics Information Board (LIB) who must make the tough calls. For us in JLSC, our job is to make sure these stakeholders know the powerful capabilities of our products, to make those products affordable and responsive, and when they order from us, to deliver on our promises.

In the late 80's and early 90's, the policy pendulum swung from *laissez faire* to strong central control and massive standard systems. As that policy changes, we must not let the pendulum swing back to "every man for himself." I am convinced the way ahead requires a Logistics Information Infrastructure (LII) that complements the Defense Information Infrastructure (DII). Building on the Global Combat Support System (GCSS) will provide the

coherent guidelines to empower our customers, while ensuring interoperability where it counts. Defense Information Systems Agency (DISA) acknowledges that GCSS needs help from domains other than the C2 world which is its strength, and that's where we can help.

JLSC is well-positioned to support DISA and the LIB as "Community Manager" for the LII — to identify logistics needs for an Integrated Technical Architecture and Common Operating Environment, and to provide technical and contractual support to help our Components succeed. JLSC built the business process models that, for the first time ever, captured the combined Services' view of wholesale logistics. JLSC has contributed more to logistics data models and data standards than any other organization in DoD. JLSC built, from the ground up, the Integrated Support Facility that is DoD's largest "proving ground" for interoperability of logistics systems. Our strongest asset, as

always, is our people: JLSC's master logisticians and technical support staff — through decades of experience and just plain hard work — have built a team unmatched in its panoramic view of wholesale logistics processes and systems across the DoD.

Some of our JLSC products will not "make the cut" in the difficult decisions before the LIB. Just as many projects in defense labs have been canceled, just as plans for weapon systems have been halted or stretched out, and just as great depots are being closed, we, too, will see some efforts stop short of their full potential. It hurts. I know. But the JLSC has plenty of work to do in the years ahead — to keep delivering and supporting our products that are already successes, to press on with alpha deployments of new products we're fielding, and to keep learning and growing to help all Services and DLA in a new role. I'll be here with you to deliver the goods. We can. And we will.

Deputy Director, Materiel Management (MM): Mr. Brian Drew

On 12 Aug 96, Brian Drew assumed the duties as Deputy Director of Materiel Management. Mr. Drew comes from the Air Force Materiel Command (AFMC) Materiel Systems Group, where he was the Director of Asset Management Systems. Previous assignments have involved supply

systems analysis, logistics plans, mission assignments, and program management. He is a certified acquisition professional with level three certification in three areas: Program Management, Acquisition Logistics, and Communications and Computers. Mr. Drew brings to this position skills to effect an even greater program management discipline to MM programs.

Mr. Drew is a native of Carlisle PA. He received his Bachelor of Science degree from Our Lady of Lake University in San Antonio TX and

his Master of Public Administration from the University of Dayton. His wife Cynthia is a Dayton native. He enjoys playing golf whenever time permits, but his favorite pastime is spending time with son Brian, who is involved year-long in sports.

Mr. Drew sees as one of his roles, "maintaining a working environment within MM so our talented people can focus on programs and products that help DoD customers accomplish their day-to-day missions."

New Ammunition Management Standard System Program (AMSS) Manager

Lt Col Mike Miller replaced retired Lt Col Gary Evens as the AMSS Program Manager in July. He came to the JLSC from the Air War College at Maxwell AFB AL. Col Miller graduated with a Bachelor's degree from the University of Illinois and a Master of Business Administration degree from the University of Wyoming. He claims as his hometown, Palos Hills IL, a suburb of Chicago.

Col Miller and his family have been residents of Beavercreek OH for the past four years. He and wife Janice have three sons. John (20 years) is a sophomore at the University of Illinois, and 15-year-old twins, Jason and Kevin, attend Beavercreek High. Trap shooting and hunting are favorite off-duty activities for Col Miller.

The Ammo Program Office's new symbol is "MMM" and temporarily resides off-base to work a new acquisition strategy and Major Automated Information System Review Council (MAISRC) planning. The "government" team includes Maggie Arnberg, Bob Barnes, and Joanne Chandler. They can be contacted at 258-4500 or (fax) 258-4504.

TEAM FOCUS: Configuration Management Information System (CMIS)

CMIS, originally designed for the Military Sealift Command to manage installed configurations and logistics support of its ships, is the selected DoD system for configuration management (CM). It is one of the three applications of the Supply and Technical Data Support business area for the Materiel Management Systems (MMS). CMIS supports the logistics information requirements and CM functions for each Component and provides users with the ability to record approved configuration baselines and track engineering changes that result in a new approved baseline.

CMIS is a joint developmental effort involving user functional representatives from each of the Components, systems professionals from the development contractors (BDM and CACI), and the CMIS Team, led by Project Leader Maj Dom Salazar. CMIS was one of nine MMS and Depot Maintenance Systems (DMS) deployable information systems demonstrated to Government and Industry leaders in Washington DC this past

From left to right: (seated) Hugo Diggs, Major Dom Salazar, Bob Freeman (standing) Steve Grice, Jack Schaeffer, Mark Moe, Dan Innman, Tom Gregg, Margaret Stika, Bill Page, Bob Pinizzotto, Vern Childers

February. Since that time, CMIS has been successfully demonstrated to SAF/AQ, the DoD Comptroller's Office, and the Single Managers. It has also been demonstrated to the Naval Surface Warfare Center, Crane IN; the Marine Corps Logistics Base (MCLB), Albany GA; and the San Antonio Air Logistics Center (ALC), TX. In Jun 96, CMIS was deployed to the Coast Guard, Portsmouth VA. During the last week of Aug 96 CMIS software was installed at the U.S. Army Missile Command, Redstone Arsenal AL.

"We're looking forward," says Maj Salazar, "to the first Defense Logistics Agency installation at Columbus OH." CMIS will also be installed at Oklahoma City ALC, OK and a retrofitting of a later version of CMIS will be accomplished at MCLB, Albany.

DISA-JLSC Operations Partnership

by
Ted Taylor

We have some new faces in JLSC from the Defense Information Systems Agency (DISA). Mr. Ted Taylor, Mr. Jim Backs, Mr. Kumar Vakkalanka, and Ms. Beth Bays are DISA Customer Account Representatives, or CARs, from the DISA-D31 organization.

The CARs are funded out of DISA overhead and are located within the JLSC for several purposes. Their primary purpose is to build a closer DISA/JLSC operations partnership. As the JLSC performs deployments and addresses sustainment issues, the CARs can provide valuable assistance and lessons learned since DISA has an extensive operational and sustainment infrastructure and help desk already in place. For deployments of platforms to DISA facilities, the CARs ensure that all necessary internal DISA actions are taken with sufficient lead-time to be ready for the JLSC application deployments. The CARs can also be helpful in many other areas; i.e., the CARs recently worked with DM, CI, WR-ALC, and ISF personnel to have DISA experts provide UNIX and Oracle Database performance tuning on platforms that were operated by one of the Services. The AFMC user complaints were eliminated and a 300% improvement in input/output was achieved through these cooperative efforts.

From Left to Right: Kumar Vakkalanka, Ted Taylor, Beth Bays, Jim Backs

Additionally, the CARs will improve the communication flow between the two government organizations. For example, if you have a DISA-related issue but don't know who to call, contact one of these CARs. They will serve as a liaison to engage the appropriate DISA personnel to address your issue. The CARs are intentionally located in JLSC offices in order to be readily accessible to you.

Mr. Jim Backs is the JLSC/MM CAR. He is located in the basement of building 15 (near room 7). Jim's phone number is 54149, and his email userid is backsj@jlsc.wpafb.af.mil.

Mr. Kumar Vakkalanka is the JLSC/CI CAR. He is located in the CIF area on the second floor of building 15. Kumar's phone number is 56404, and his email userid is vakkalk@jlsc.wpafb.af.mil.

Ms. Beth Bays is the JLSC/DM CAR, and she will soon be moving to building 167. Beth's phone number will be 50823 (extension 3065), and her email userid is baysb@jlsc.wpafb.af.mil.

These personnel work for Mr. Ted Taylor who is the CAR for the JLSC as a whole. Ted works with Col Doucet, JLSC/CI, JLSC's primary interface to DISA, and he is located in the DISA suite of offices in the basement of building 266 within the HQ AFMC complex. His phone number is 74958, and his email userid is tdtaylor@wpgate1.wpafb.af.mil. Ted reports to Ms. Ruby May in Washington, DC.

In addition to providing the assistance described above, DISA is willing to fund for a "reasonable" amount of TDY for the CARs to accompany you on trips in order to facilitate DISA support. Please contact these CARs if you would like their assistance on any DISA-related subjects.
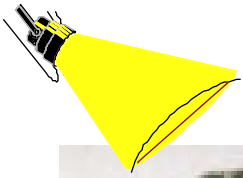
Personal Spotlight

Jeff Greene is a senior systems analyst for Robbins-Gioia (R-G) supporting the Materiel Management Business Office (MMO). He provides support to the MM project leads in building, maintaining, and reviewing life-cycle development and deployment plans and schedules. Jeff has been part of the JLSC since its inception in 1991 when he was part of the JLSC Activation Team. His personal goal is "to always give my best and always leave things in better shape than how I found them."

Jeff is a *local yocal* both raised in and still living in Fairborn, home of Wright State University and Wright-Patterson Air Force Base. He and his wife Sherry have two daughters: Shannon (13) and Meghan (7). His most memorable experiences were the births of his daughters.

Jeff's personal passion is music. He grew up in a musically inclined family. Jeff's father was a song leader, his uncles (twins) cut a couple of records during the 1950s, his grandfather sang in a quartet, and Jeff's brother is a high school choir director. Jeff leads singing, sings in quartets and plays the baritone horn for the Fairborn Civic Band. In his remaining spare time, he enjoys outdoor activities such as fishing, camping, hiking, and canoeing. In fact, every summer the entire family joins other families on a trip to Canada to enjoy the great outdoors.

Jeff follows the Cincinnati Reds and Bengals and enjoys eating spicy Chinese and Mexican foods. His favorite books are those dealing with science fiction and fantasy written by Piers Anthony and Dean R. Koontz. He is affiliated with the Armed Forces Communications and Electronics Association (AFCEA) and the Central Avenue Church of Christ in Fairborn. Jeff's favorite quote is "Don't fix the blame—fix the problem."

On the Home Front

Congratulations

Wedding bells for Debbie (Kramer) Borovitchy (MMA)--married Gary Borovitchy on 3 Aug.

Jo (Hensley) Dixon (PRP) was married to Cliff Dixon on 9 Aug.

Arrivals

Mr. David Bland joins MMI from the Marine Corps Logistics Base, Albany.

Mr. Brian Drew comes to MM from AFMC.

CAPT Jim McClurg came to MM from the US Pacific Fleet, Pearl Harbor.

Mr. George Saksa comes to MMI from the Defense Supply Center, Columbus OH.

Mr. Frank Tuck joins DM after having served with the Federal Aviation Administration, Washington DC.

Departures

Mr. Larry Bowman (PRF) moved on to the US Army Missile Command (MICOM), Redstone Arsenal AL

Mr. Dennis Brogan (CIO) returned to the Army by way of Rock Island Arsenal IL.

Mr. Ed Kirkpatrick (CIS) left JLSC for the Navy Supply Systems Command's CALS/EDI office in Mechanicsburg PA.

Petty Officer (DK2) Rob Olson separated from active duty Navy.

Mr. Dave Rich (DMP) retired.

Mr. Larry Tislow (DMO) transferred to the Defense Supply Center, Columbus OH.

CAPT Richard Vizzier (MM) was assigned to Fleet Industrial Supply Center, Norfolk VA.

In Recognition

Mr. Dennis Brogan received the Commander's Award for Civilian Service.

Mr. Ed Kirkpatrick was awarded the Navy Meritorious Civilian Service Award.

Mr. Chuck Kitchens was awarded the Navy Meritorious Civilian Service Award.

Petty Officer (DK2) Rob Olson received the Joint Service Achievement Medal.

Mr. Dave Rich was presented the Navy Meritorious Civilian Service Award.

SSgt Thomas Stewart was awarded the Joint Service Achievement Medal (first such medal awarded in the JLSC!!).

Turning On and Tuning In!

At the 12 Aug 96 JLSC staff meeting, a ribbon-cutting ceremony celebrating the opening of the JLSC's World Wide Web (WWW) Home Page, was staged. Our JLSC WWW was turned on to the public as of 0730 hours on that date. This event occurred after months of hard work by many individuals to establish and to get our home page formatted and published. JLSC can now use the WWW to market its products and to keep its customers up-to-date with JLSC activities. As Gen Herrelko cut the ribbon, he announced that the JLSC WWW is now a reality and will only get better with time.

Personal Spotlight
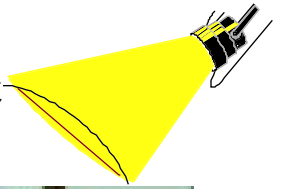
Eileen Endricks is the program manager of the JLSC's Integration Support Facility (ISF). Her prior assignment was with the US Army Materiel Readiness Support Activity, Logistics Support Activity in Lexington KY (office has since moved to Huntsville AL). Eileen is a Master Sergeant in the US Army Reserves with 15 years of service. Though she is not currently active with the reserves, she plans to resume participation in 1997. Eileen has an Associates degree in Math, and both a Bachelors and Masters degree in Business Administration from the University of Kentucky (UK), Lexington.

Eileen's hometown is St. Louis MO, the "Gateway to the West." Her most memorable experience was when her mother recently stayed with her for three months and they got to know and share their lives together like they did when Eileen was growing up. Eileen is heavily involved with church charitable activities, such as the Street Person Assistance Program and the Christmas Food and Gift Drive for Families in Need.

Eileen enjoys collecting music boxes and being outdoors during the spring and fall seasons. Her personal goal is to become a millionaire and retire to a home on the Tennessee River near Knoxville TN. Eileen's favorite sports teams are the UK Wildcats basketball team, the Dayton Bombers hockey team, and both the Cincinnati Reds and St. Louis Cardinals baseball teams. She enjoys reading Shakespeare and most poetry, and her favorite foods include chicken and just about any dessert. Eileen has two favorite quotes: "Short term success is tarnished by long term failure" and "Do unto others as you would have them do unto you."

The JLSC Video/Multimedia Production Studio

People retain up to 70 percent of what they hear and see and an even higher retention rate can be achieved when the audience interacts with the program. Now, actual testimonials, charts, graphs, animations, demonstrations, etceteras, can be made into full blown videos or inserts to a presentation.

The JLSC has the in-house capability to produce High Quality Video, interactive Multimedia CD-ROMs, and Multimedia presentations to help promote the programs that are being developed and implemented. Using an Intergraph Video Engine 500I computer and a Canon Hi-8 Camcorder, or existing videos and still photographs, video segments can be edited into complete video productions with titles and graphics. The video can also be scaled down and inserted into a briefing and activated when the presentation is viewed electronically using software such as PowerPoint Viewer.

Some of the work created with this system include the video shown at the JLSC Dining Out on 28 March, a video on several Automated Systems Demostration projects, and a video on JLSC Demonstration Days held in Washington D.C. during February.

For additional information or to schedule a production, please contact Kathy Curiel at 50339 or Lee Gephart at 50845, extension 3087.
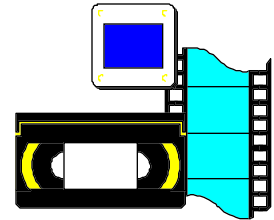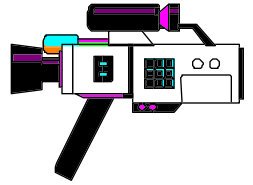
Major Thomas Conrad pinned on his oak leaves during a ceremony held on 1 Aug with Gen Herrelko presiding.

The Conrad family from left to right: Kristina, Jason, Jennifer, Tom, Rachel, Marie

New Features Available in IMS Helps New Users

by
Kelly Pierce

Two new areas were recently added to the Integrated Management System (IMS), IMS News and Frequently Asked Questions (FAQs). IMS is the suite of applications which supports the business management process at the JLSC. General Herrelko's focus on program management at the JLSC has resulted in a dramatic increase in IMS usage. This, in turn, has highlighted the need to help smooth the transition of new users to IMS.

The purpose of the IMS News and FAQs features is to help IMS users stay abreast of changes to the system and to provide easy access to information which will help the user better understand how to use IMS. During the IMS logon process, the user has the option of reading new News or FAQs. The IMS News and FAQs areas are also available from the IMS Point of Entry Menu (POE).

The team responsible for developing IMS is responsive and committed to making the system more user friendly. For example, Carol Gardone, the lead Robbins-Gioia programmer for the IMS News and FAQs features, developed the News and FAQs areas in record time. According to Don Pugh, the acting IMS Program Manager, "The team really pulled together on this one. We moved an important new functional capability through the configuration management process, development, testing, and release into the production environment in just over 2 weeks. The user is our top priority, and it really shows!"

For more information on IMS, contact Jo Dixon, IMS Program Manager, at 55560.

APMS Celebrates One Year!

by
Joan Robinson

The Automated Paperless Management System (APMS) project recently celebrated its first anniversary, and with that event comes the opportunity to reflect upon the hard work and progress that has been made. The team, consisting of SAIC and Intergraph and led by the JLSC's Office Automation Group, started the task on 15 May 1995, and began working in the area of IDEF0 (activity models created in Integrated Definition Language) modeling and analysis. The APMS team found some excellent business activity models that had already been developed within the directorates over the years and capitalized on these efforts to create a comprehensive, enterprise-wide model. JLSC functional experts assembled to validate the model and selected the candidate business processes for workflow analysis.

In a parallel effort, the market was examined to determine the best commercial off-the-shelf (COTS) product to handle the documentation management needs of the JLSC. After a strenuous testing period, in which three of the software contenders were installed in the testbed, DM2.0 by the Intergraph Corporation was selected.

The JLSC suspense-tracking system was selected as the first process to go through the workflow analysis reengineering effort. The documentation management software was tailored to reflect the reengineered process and will soon be installed at 25 test locations. Implementation of this portion of the software across the JLSC for all users who process or respond to suspenses will occur after the testing phase.

In addition to the reengineered suspense-tracking process, this software also contains an electronic document repository. The Document Repository will initially be populated with the Configuration Management (CM) Library, followed by the Briefings Library. Documents that are not available electronically will be scanned and accessed through the Document Repository. Work on the second workflow-analysis process will begin soon along with the continuing effort of populating the Document Repository module with documents.

For more information, see the APMS homepage under Office Automation: http//www.jlsc.wpafb.af.mil/oa_home/csso.htm

A brief synopsis of APMS capabilities follows:

Document Repository: This will replace hard copy administrative files and ad hoc, electronically generated document storage with an on-line, standardized, searchable library of electronic documents.

Imaging: Documents are scanned into the system and stored as electronic images. This allows for scanning of graphical (non-text intensive) documentation as well.

Indexing, Storage, and Retrieval: Indexing and retrieval will allow the user to perform keyword and full-text searches, and to receive all associated documents when requested. The search component will include database searching capabilities. Keyword searches will utilize a list of approved document attributes. Full text searches will be limited to those documents electronically generated using the current JLSC baseline software products, or paper documents converted by optical character reading (OCR) software. Retention periods will be tracked automatically, and documentation disposition notifications will be provided to the document owner and system administrator. Version control will provide configuration management of documentation to ensure that users are viewing the most current version of a document.

Workflow: Many documents have a defined path of review, coordination, and approval, based on the associated business process or a path defined by the user. These documents will be routed electronically along this path without user intervention. The routing path can be monitored, and can also be altered for efficiency in cases of extended absence of key coordinators. This will ensure the security of documents, by allowing them to appear only to authorized readers, and will also provide an audit trail for the document.

Configuration Management

by
The CCM Team

The application of software Configuration Management (CM) disciplines throughout the development, deployment, and sustainment of JLSC Automated Information System (AIS) products are crucial for our success. The responsibility for performance of these activities, or disciplines, is shared between the Government and the contractor, and may vary over the life-cycle. The target is to achieve a high level of confidence in our products. The objectives of JLSC software CM activities are as follows:

- Establish and maintain integrity of software products throughout project's life-cycle
- Ensure delivered software is appropriate, cost effective, and tested
- Provide an archive for recovery from unexpected events
- Make changes in an effective manner at reasonable cost
- Ensure agreement between documentation and code
- Minimize disruption of users and developers
- Accommodate concurrent development
- Provide data for process improvement
- Minimize cost of ownership
- Facilitate maintenance
- Facilitate reuse

The Government has ultimate responsibility for the configuration of the systems, or projects, it acquires. This does not mean that the Government must be the configuration control authority for all levels of configuration throughout the life-cycle. That authority or responsibility can transition from one organization to another. JLSC projects, to the most extent, are reaching the final stages of development. Transition to the next phase requires proper planning with CM being a vital part of that planning process. To further complicate our strategy, early deployment of our products requires accommodation of maintenance activities with planned developmental activities. Proper concurrent CM is needed to ensure success with this evolutionary strategy. Application of JLSC Central CM (CCM) activities position ourselves (Government) to jointly conduct CM roles and responsibilities through a "teaming" arrangement with the developing contractor (developmental CM), thus mutually supporting all CM aspects in the project's life-cycle. Since the CM process is a shared enterprise, the Government CM

objectives and the contractor CM objectives should be in congruence, thus achieving an integrated approach of CM support to the organization. The inherent Government role of CCM positions the JLSC with oversight capability through the utilization of existing JLSC infrastructure to include version control, baseline management, project transition, centralized release, and change control mechanisms. This capability is achieved through the use of standardized CM toolsets operating on a common platform (the Integration Support Facility) and a functioning CCM Library.

The following discussion provides a general overview of CM:

1. What is Configuration Management? CM is defined as a management discipline which identifies the proposed or implemented configuration of a system at discrete points in time. CM systematically records and traces change to all system components, provides tools for controlling change, and allows everything happening with the system, throughout the entire life-cycle of the system, to be verified via auditing and reporting tools. (Mil-Handbook 61, Draft)

2. Why is CM used? CM is used for assuring the integrity, accountability, visibility, reproducibility, traceability, project coordination, and formal control of the system/product evolution. Using CM allows for more efficient development and maintenance of software. CM is also used to ensure proper tracking of configured items throughout the items' life-cycle.

3. What are the benefits, risks, and cost impacts of CM? CM provides knowledge of the correct current configuration of assets and the relationship to associated documents, efficiently manages necessary changes, and ensures that in accomplishing change, all impacts to operation and support are addressed.

The benefits of the process should be obvious but are often overlooked. Electronic Industries Association/ Interim Standard (EIA/IS-649) summarizes the benefits of CM from an industry view, as follows:

- Product attributes are defined. Provides measurable performance parameters. Both cus-

tomer and JLSC have a common basis for acquisition and use of the product.

• Product configuration is documented and a known basis for making changes is established. Decisions are based on correct, current information. Production repeatability is enhanced.

• Products are labeled and correlated with their associated requirements, design, and product information. The applicable data (such as for procurement, design, or servicing the product) is accessible, avoiding guesswork and trial and error.

• Proposed changes are identified and evaluated for impact prior to making change decisions. Downstream surprises are avoided. Cost and schedule savings are realized.

• Change activity is managed using a defined process. Costly errors of ad hoc, erratic change management are avoided.

• Configuration information captured during the product definition, change management, product build, distribution, operation, and disposal process is organized for retrieval of key information and relationships, as needed. Timely, accurate information avoids costly delays and product down time, ensures proper replacement and repair, and decreases maintenance costs.

Actual product configuration is verified against the required attributes. Incorporation of changes to the product is verified and recorded throughout the product life. A high level of confidence in the product information is established.

In the absence of CM, or where it is ineffectively applied, there may be failures due to incorrect installation or change incorporation; there may be operational delays due to lost or tardy data, there may be maintenance problems due to inconsistencies between actual configuration of fielded equipment and its maintenance instructions, and numerous other circumstances which decrease operational effectiveness and add cost. The point is that the intent of CM is to avoid cost and minimize risk. Those who consider the small investment in the CM process a cost-driver may not be considering the compensating benefits of CM and the inherent cost, schedule, and technical risk of an inadequate or delayed CM process. The return on investment in the CM process will be returned many fold as a result of reduced risk.

JLSC/CIS currently provides CCM support to Materiel Management and Depot Maintenance Projects. An infrastructure consisting of standard processes, libraries, and tools have been put into place at the ISF for this purpose.

Above: CAPT Richard Vizzier greets his replacement, CAPT James McClurg. CAPT Vizzier left for his new assignment as Executive Officer, Fleet Industrial Supply Center, Norfolk VA.
Left: Doug Moll "hanging out" with CAPT Vizzier.

A reenlistment ceremony took place on 16 July for SSgt Gregory Peel with Gen Herrelko presiding. SSgt Peel has already served 12 years in the Air Force and reenlisted for six more years. He has been assigned to the JLSC for the past two years and is the Non-Commisioned Officer-in-Charge for Information Management.

MMS Training and Customer Support

Communication and customer involvement—keys to successful training. This theme is consistently reflected in the work of the Training and Customer Support Team for the Materiel Management Systems (MMS). The MMS training team, led by program manager Jane Dagnon with Computer Sciences Corporation (CSC) as the training developer, is a vital part of MM's Deployment and Sustainment Division (JLSC/MMI). Other members of the team include deputy program manager Kenny Russelburg, Elizabeth Swisher (Metters), and Leila Reardon (SYTEX). This team has been "on the road" at Component sites conducting product demonstrations, working group meetings, and training workshops.

Over the past three years, the MMS training team has been involved with a core group of training points of contact (POCs) and over 900 materiel management functional users at Component sites. Component POCs at the Inventory Control Points (ICPs) were established early in the program, and the MMS training team continues to work closely with them for an exchange of information. The Training Execution Plans (TEPs) are agreed-upon strategic plans for training implementation to coordinate with system deployment. TEPs reflect input provided by the Components and are reviewed periodically with the Components to incorporate changes and updates.

Training workshops have provided the forum for exchange of information and were initially held in Dayton in Dec 93 and again in Feb 95. The third in this series of workshops was held in Jacksonville FL last April and was hosted by the Naval Computer and Telecommunications Station (NCTS). NCTS provide conference support and training equipment, courseware evaluation, and technical training development, and conduct site surveys. Component representatives involved in the training at their respective sites participated in a series of work groups addressing updates to the TEPs, the status on training courseware

development, an explanation of the MMS Glossary, and an introductory Windows Course. The Support Utility for Materiel Management Information Technology (SUMMIT), as well as other MMS systems, were demonstrated for workshop participants.

This exchange of information is helpful for the trainers. Darla Bullard of the Oklahoma City Air Logistics Center, OK, has over 2000 users to be trained, some of them using as many as five of the MM applications. "We can't quit repairing engines to train," said Darla. We need to know "how to train these people without stopping work on engine repairs." Sandra Price (Supply Systems Analyst) and Greg Hill (Employee Development Specialist) anticipate Missile Command (MICOM) at Redstone Arsenal AL will be training 1100+ people.

Component involvement is also crucial in the area of training courseware. Early in the training program, large groups of materiel management functional users were interviewed at the sites during training assessments. They were asked to provide input for the building of a training curriculum. Incorporated in the curriculum was the "people" side of implementation: workers facing a great deal of change (downsizing, consolidations, closure) as well as the cultural aspects of each of the communities undergoing change. Component subject-matter experts continue to be involved, providing input for the training courseware developers and participating in the evaluation of the courseware in preparation for site training.

The Training and Customer Support Team continues working with Component POCs and functional users at deployment sites. User and System Administration training has been completed with the Coast Guard. Training is scheduled with the Configuration Management Information System (CMIS) for personnel at the Marine Corps Logistics Base, Albany and with the Deficiency Reporting System (DRS) at MICOM.

Electronic Performance Support System (EPSS): SUMMIT

SUMMIT is an EPSS; that is, it provides the user with interactive context-sensitive information, help, and guidance while using a Materiel Management System. A SUMMIT User's Group was established in Jan 95 with Component participants to capture requirements for the design of the SUMMIT prototype. Demonstrations of this system were given in Dayton at Component Technical Reviews, as mandated by the Functional Configuration Control Board (FCCB) and the DRS facility in Huntsville AL, and at MICOM during the first week of Sep 96.
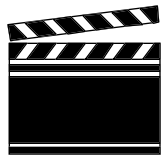
California, Here We Come...
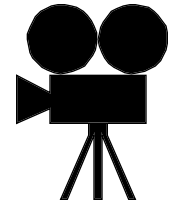
Last May, Ted Singer (CSR), his wife Lisa, and their two children Daniel (11) and Nikki (9), participated in a contest at the Kettering Recreation Center—and won. The contest, sponsored by Lever Brothers (makers of Caress, Dove, Shield, and Lever 2000 soaps), was to write and perform a jingle or commercial featuring one of the soaps. With their win in the local competition, the Singer family is going to Universal Studios, California, all expenses paid, in late September to compete against 45 other winners from across the country. The winner of the final event receives $5,000 plus a chance for the commercial to be used. Good luck Singers!!!

Ted and Lisa are both graduates of the University of Dayton, with Bachelor's degrees in music. Ted is an accomplished pianist, having performed many times in the Dayton area and at the JLSC holiday parties. He has also composed and recorded original piano pieces. Lisa's musical skills include voice, piano, bassoon, and saxophone. Nikki plays the piano and clarinet and sings. Daniel plays drums, but also enjoys sports (he competes in the United States Tennis Association tournaments).

Depot Scheduling System Deployed

The Programmed Depot Maintenance Scheduling System (PDMSS) has achieved a major milestone—system implementation at the maintenance depots within the Department of Defense (DoD). PDMSS is a maintenance management tool that coordinates all resources (manpower, equipment, and facilities) required to perform maintenance on a major end item such as an aircraft, ship or vehicle. The JLSC is responsible for PDMSS, one of ten applications that collectively form the Depot Maintenance System (DMS) providing interoperable DoD maintenance depot systems based on existing data and improved business practices. The PDMSS development, implementation, and management team consists of personnel from the government and Robbins-Gioia.

Laboratory Information Management System is Operational!

The Laboratory Information Management System (LIMS) is presently operational at four sites: Warner Robins Air Logistics Center (WR-ALC), Naval Aviation Depot (NADEP) Jacksonville, Corpus Christi Army Depot (CCAD), and Oklahoma City Air Logistics Center (OC-ALC). The LIMS application is a commercial-off-the-shelf software package that manages laboratory resources, tracks samples, and automates data capture, analysis, and reporting. The JLSC is responsible for LIMS, one of eight applications that collectively form the Depot Maintenance Systems (DMS) providing interoperable DoD depot maintenance systems based on existing data and improved business practices. The LIMS team consists of representatives from the government as well as personnel from Decision Systems Technologies, Incorporated; Hewlett Packard; KPMG Peat Marwick LLP; Lockheed Martin; Boeing; BDM; Knowledge Based Engineering; and Robbins-Gioia.
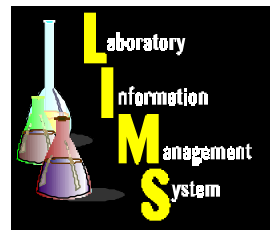
Sexual Harassment-Civilian Employees

The sexual harassment policy in this organization is short and simple: Sexual harassment will not be tolerated. Not only is sexual harassment morally wrong, it is a violation of the 1964 Civil Rights Act (Title VII) and DoD policy and regulations. The potential consequences of sexual harassment may be severe for all parties. The victim may suffer mental and emotional stress which may ultimately result in loss of income due to unpaid leave from the job or separation. The organization may experience substantial costs through job turnover, sick leave, and decreased individual and group productivity as well as a negative impact on moral. The offender may be subjected to disciplinary action, up to and including removal from his/her federal position. A manager or supervisor who fails to take appropriate action when he/she is aware of sexual harassment in the organization may also face disciplinary action, up to, and including removal.

It would behoove each of us to treat our coworkers in a professional manner at all times. I think it is important for each of us to understand that, although we may not intend our actions to be offensive, another person may find our actions to be offensive or to constitute sexual harassment. Certainly, blatant acts of inappropriate conduct, such as grabbing and kissing an individual, pressuring for dates, or explicit requests for sexual favors constitute sexual harassment. However, more subtle actions, such as suggestive looks or jokes; comments about an individual's looks; repeated and unwelcome invitations to lunch; unnecessary phone calls at home; showing pictures, cartoons, or drawings of a sexual or off-color nature, or posting them in the workplace; notes or letters expressing need or longing or sexual innuendo; and verbal remarks of sexual nature can also constitute sexual harassment. The most commonly experienced form of sexual harassment is unwanted teasing, jokes, remarks, or questions of a sexual nature.

Victims of sexual harassment often react to sexual harassment by ignoring the behavior or doing nothing and hoping the offensive behavior will stop. Unfortunately, this course of inaction is rarely successful. Studies have shown the harassment will usually continue if initial advances are ignored because the harasser is oblivious of the recipient's feelings of discomfort. Also, the harasser may interpret the recipient's lack of response as acceptance of or encouragement to continue the offensive behavior. However, an individual who is told that his/her attention or actions are offensive or unwelcome will usually stop the offensive behavior. Therefore, I would encourage any employee who feels he/she is a victim of sexual harassment, or is subjected to behavior which he/she finds to be offensive, to confront the offender and tell the offender to stop the offensive behavior. If this action is unsuccessful or if the victim is reluctant to confront the offender, there are avenues of complaint available to the victim. A JLSC employee may report the offensive behavior to the immediate supervisor, another management official, or JLSC Human Resources (CSR) (extension 50486). CSR will provide information on the appropriate points of contact who, in turn, will provide applicable guidance. I assure you that any allegations of sexual harassment in this organization will be taken very seriously and will be investigated.

Supervisors should be aware that it is a supervisory responsibility to keep employees informed of the desired and appropriate standards of conduct in the workplace. Doing so can prevent problems from arising. However, in the event problems do arise, supervisors and management officials are obligated to take appropriate action. A primary point to keep in mind in situations involving such misconduct is that laxity will invite continued and increased violations. For assistance and advice in situations involving misconduct by a JLSC employee, supervisors should contact JLSC/CSR for information on the appropriate points of contact, who in turn, will provide applicable guidance. I also expect you to keep your management chain informed of any allegations of sexual harassment.

All employees have the right to be treated with respect and professionalism. In the workplace, sexual harassment not only undermines our professional code of ethic, but also creates a hostile working environment, diminishes productivity, and impedes mission accomplishment.

IMS Working Group Strives to Make IMS More User Friendly

It's 1330 on a Thursday afternoon, and individuals from across the JLSC filter into room 130 in twos and threes. It's time for another meeting of the Integrated Management System (IMS) Working Group.

The purpose of the working group is to define functional requirements for the IMS. IMS is the suite of applications which support the business management process at the JLSC. Members of the working group are IMS users representing all areas of the JLSC and are called on to discuss subjects like program management, financial management, and economic analyses.

As new requirements for IMS are identified by IMS users throughout the JLSC, they are passed to the working group for review. The working group has two key questions to answer about each requirement—"Should this be part of IMS?" and "Is the added capability worth the cost?"

Within the JLSC, each three-letter organization can identify a government employee to formally represent their interests on the IMS Working Group. Additionally, working group meetings represent an open forum to discuss IMS related issues. Anyone with an interest in IMS is welcome to attend and voice their opinion on the issues at hand. For more information on the IMS Working Group, contact Jo Dixon, the IMS Program Manager.

Pictured from left to right: (front) Jo Dixon, Joan Robinson, Monica Lynn, Nancy Berg; (back) Tom Farmer, Kelly Pierce, Carol Gardone, Henry Noble. Additional IMS Working Group members are Linda Beltran, Carolyn Bonin, Nadja Bowman, Thomas Bowman, Dennis Brogan, Tony Bruce, Bob Crane, Dan Davis, Sarah Fulton, Jeff Greene, Lori Hastings, Stephen Hess, Keith Lang, Stanley Leszczuk, Richard Litfin, Douglas Moll, Charles Moore, Mark Neville, William Page, Chris Pensak, Don Pugh, Patrick Rowe, Craig Shumate, Elizabeth Staggs, Steven Taylor, Jeff Vineyard, Michelle Walker, Dalma Werth, Dottie Zobrist.
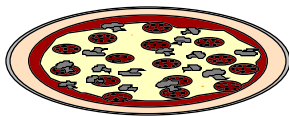
It's Pizza Time!

A successful MM briefing for the Funds Execution Review in July resulted in the release of '96 funds for MM programs on 29 Jul. Word spread, through the MM divisions, and with the initiative of Betty Staggs, a pizza party was quickly organized for the next day to celebrate all the effort that went into achieving this goal.

"It was a spontaneous celebration. We had worked hard. (At the pizza party) we had lots of good fun," says Judy McCoy (MMD).

The Configuration Management Toolsets

by
The CCM Team

JLSC utilizes two standard database toolsets for its Configuration Management processes; ENDEVOR and the Change Control Tracking System (CCTS).

ENDEVOR

1. **What is ENDEVOR?** ENDEVOR is a Software Configuration Management (SCM) Tool that runs on the mainframe, mid-tier, and PC platforms. ENDEVOR facilitates the structuring and definition of a project's developmental and maintenance life-cycle and the movement of changes throughout that life-cycle across platforms in a distributed network. ENDEVOR identifies, tracks, and manages components that make up software releases and it provides on-line release packaging capabilities.

2. **How does JLSC use ENDEVOR?** ENDEVOR tracks different versions of software, applies CM change control to projects, provides baseline control, and generates full or partial release packages for implementation at Component sites. ENDEVOR provides software control for code developed for mainframe, mid-tier, and PC applications and provides software version control throughout the life-cycle of a system or project. ENDEVOR provides an audit trail for change activity on each project, provides a detailed audit stamp to link output to originating source, and monitors and documents accurate interdependency information between projects. It also prevents conflicting changes to the same component. ENDEVOR mirrors the life-cycle of a system as it migrates from development to integration, to deployment, to site testing, to sustainment providing software version control in each stage.

Change Control Tracking System

1. **Background of the Change Control Tracking System.** JLSC/CIS was charged with selecting a software toolset capable of meeting the corporate requirements for tracking Action Requests (ARs), Document Discrepancy Reports (DDRs), Software Problem Reports (SPRs), Discrepancy Reports (DRs), Engineering Change Proposals (ECPs), Process Change Requests (PCRs), and System Change Requests (SCRs).

A team of Configuration Management personnel from CI, MM, and DM evaluated many COTS and GOTS software solutions. The team selected REMEDY Corp. Action Reporting System (ARS) as the "best of breed" software package. CIS customized the database, screens, and work-flow features for specific JLSC change control processes in the REMEDY ARS software. The built system is identified as the JLSC Change Control Tracking System (CCTS). CCTS consists of an mid-tier Oracle database server and client software that is loaded on a user's PC. This system is currently on-line at the ISF.

2. **Brief Description of the Tool Modules.** The following change tracking descriptions are/will be functionally incorporated into the CCTS modules:

AR - Action Request: A generalized Help Desk ticket which, after analysis, can be converted into a DDR, DR, PCR, SCR, or an SPR. An AR can also remain unchanged when the problem described concerns the operating environment.

DDR - Documentation Discrepancy Report: A document that identifies the problems and areas of concern resulting from analyses/audits of system and life-cycle documentation. The DDR is the principle method used to communicate the IV&V Agent's documentation findings to JLSC management and to track dispositions and corrective actions. The DDR is used during the IV&V and audit processes for a project only.

SPR - Software Problem Report: A document that identifies a problem with application software programs. SPRs are used only to document deficiencies, not enhancements. The SPR is the principle method used to communicate the IV&V Agent's software findings to JLSC management and to track dispositions and corrective actions.

DR - Discrepancy Report: A document that identifies a problem with application software programs or associated documentation which is part of a fielded baseline. The DR is used only to document deficiencies, not enhancements. The DR is the principle method used to communicate a problem with a fielded production system.

ECP - Engineering Change Proposal: A contract change vehicle used to add functionality to a system and its associated documentation. It has the affect of adding money or hours to an existing contract to perform the functionality upgrade and can be "no-cost." ECPs can be generated unilaterally by a contractor or they can be requested by the contracting officer. A contractor generated ECP must go through a board approval process before it can be added to a contract.

PCR - Process Change Request: A document used to identify and control changes to DM and MM business processes and standard data descriptions. The PCR is the formal mechanism for functional requirements change control.

SCR - System Change Request: A document used to identify and control changes to DM and MM Automated Information Systems (AISs). This change control document is used for modification or enhancement of software where no change to requirements exist.

The SPR and PCR modules are currently available for use. The remaining modules will be available for use by the end of November 1996 on a prioritized basis. CIS would like to meet with your project personnel now for transition planning into the JLSC standard system. The point of contact learn more about CCTS or to expedite your CCTS access, please call Todd DeBanto, CIS, 255-0711.

Please contact Steve Dudley (CIS), 50700, if you have any questions or concerns on how CCM can benefit your project.

The Configuration Management Library

by
The CCM Team
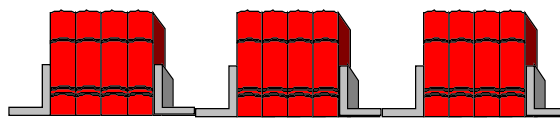
1. Why do we have a CM library? The CCM Library was established for the archival, storage, retrieval, control, and status accounting of JLSC Automated Information Systems (AISs) as they are delivered by the Depot Maintenance (DM) and Materiel Management (MM) development and integration contractors. The library supports multiple levels of control for the AISs and their subordinate Computer Software Configuration Items (CSCIs). The library enables sharing and transfer of AISs and CSCIs between the library and developers, integrators, and deployment groups. The designation of a component of the AIS as a CSCI allows for an AIS to be separated into identifiable system components that can be better managed. CSCIs are a collection of software that are designated for specific configuration management activities, are assigned unique identifiers, and are associated with specific baselines. An example of this could be the COTS database that underlies the developed applications.

The CCM Library is the central source for creation of release packages. This release management system is the most effective source for configuration control of documentation and software being deployed to each site. The process provides for control of fielded configurations thus allowing for effective sustaining support.

2. What information can the CM Library provide? The information in the CCM Library includes the status, version and associated documentation of projects turned over to the library. The CCM Library can also identify what has been released for deployment and the initialized configuration at a site. The CCM library can also provide configuration status accounting of Process Change Requests (PCRs) and Engineering Change Proposals (ECPs) for projects, contractor deliverables, the latest Federal and Military Standards, and JLSC specific publications, technical manuals, and CM archival documents.

3. Who maintains it? The Library is managed by Government personnel located in CIS, and is staffed by two Contractor Librarians. In addition, a CCM Library Group meets every week to discuss all issues related to the operations of the Library and all personnel are invited to attend.

4. Who can use it? The Library is available to all JLSC personnel, government and contractor.

5. Where is it located and who is the POC? The Library is located at WPAFB, Area B, Building 15, Room 048. The hours are from 7 AM to 5 PM. The Government Lead is Todd DeBanto, CIS, 255-0711, and the Contractor Lead is Les Spangler, 255-3364. The phone numbers for the Library are 255-5374 and 255-7726 and the Librarians are Sherry Rakers and Jayne Holliday.

From Adak, Alaska we get word from Darnell Robinson, USN. Darnell was recently promoted to DK1 and is serving his country as the Supervisor, Fiscal and Travel Section, PERSUPPDET. He is responsible for the financial care and feeding of 560 people. He really misses the people at JLSC but is happy to be back in the money (finance). Additionally, he is returning to the blue water Navy in three months on the USS Saipan at Norfolk, VA. Good luck Darnell!

Rick and Susan Faerber left CI and MM to return to Mechanicsburg, PA a year and a half ago. Rick is now working for FMSO in outsourcing (a very popular guy on a very popular mission). Susan is an Item Manager for NAVSEA. They had a fantastic new home here but moved back in time to an 1850s stone house on 21 acres with pool, pond, barn, and dog!

Two of my favorite people, Val and Bob Tinker went back to FMSO a year now. Val left CI and is working on the design of a client server application for DFAS. Bob was in MM and is the right guy to be working on the NAVICP maintenance application. They built a new home and moved in last December just in time for the "big blizzard of 95!" We miss you both!

As I said last month John and Carol Smith left the Navy at Mechanicsburg PA to "Be All They Could Be" with the Army at Redstone Arsenal, Huntsville AL. John is employed at the Integrated Systems Center and Carol is a Program Analyst for the Logistics Support Activity in their Business Management Center. She is currently working on the nomination for LOGGSA to receive the Presidential Quality Award. Many people remember Carol as their first touch of JLSC TQM. She was not just a first rate professional, she was always so positive and happy it was great to have her around. Her presence upgraded any meeting and discussion. John, on the other hand...... No really, John - we miss you in MM.

By Rich Miller (MM).

MM coworkers surprised Debbie Kramer with a wedding shower before her 3 Aug wedding date.

This is Carol Kitchens' last Team Advisor. Carol will be leaving the JLSC during the month of October and PCSing to Italy.

"For the help and support from a lot of folks during my 3+ years with JLSC--*mille grazie*! *Arrivederci*"

Please e-mail your articles or suggestions for articles, tidbits of JLSC information, personnel information, etc to NEWSLTR or Tom Wlazlo for incorporation into future issues of the Team Advisor.